MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

BPR2034 – BUSINESS PROCESS REENGINEERING

(All sections / Groups)

4 MARCH 2020
9.00 – 11.00
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **4 pages** with 4 questions only including cover page.
2. Attempt **ALL** questions. Distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

ESSAY QUESTIONS (100 Marks)

There are FOUR (4) questions in this paper. Answer ALL questions.

Question 1

a. Clarify the following terms: (10 marks)
   i. Business Process
   ii. Operational Excellence

b. Among the reasons for the need of Business Process Reengineering (BPR) is that the world is increasingly driven by 3Cs (customers, competition, change). Describe the 3Cs in the context of BPR.

(15 marks)

(Total: 25 marks)

Question 2

a. Briefly describe any two (2) success stories of BPR using IT. (10 marks)

b. You are hired by a local telecommunication service provider as business process engineer and was tasked to evaluate its accounts payable process. Describe any five (5) principles of BPR relating to accounts payable process. (15 marks)

(Total: 25 marks)

Question 3

a. Differentiate the following terms with BPR: (10 marks)
   i. Automation
   ii. Restructuring
   iii. Downsizing

b. In any situation involving more than one person, conflict can arise. With a basic understanding of the five conflict management strategies, small business owners can better deal with conflicts before they escalate beyond repair. Describe all the five (5) conflict management strategies. (15 marks)

(Total: 25 marks)

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Question 4

On the 10th January 2019, the Forbes stated that:

> *"Grab is focusing on growth initiatives and has an ambitious goal of becoming an "everyday app" and the company is diversifying into areas such as online grocery, food delivery and payments"*
>
> (Source: How Much Is Grab Worth? Accessed on 8th August 2019 from https://www.forbes.com/sites/greatspeculations/2019/01/10/how-much-is-grab-worth/#2fe09f7456d4)

Grab is a Singapore-based company which offers ride hailing, ride sharing and food delivery services via its mobile app and holds 60% of market share in Southeast Asia.

a. Do you think BPR is necessary for Grab? Why? (5 marks)

b. Below is the process flow of Grab e-hailing (as drawn in Creately.com). Give your views on this process flow based on the 7 principles of BPR. (10 marks)

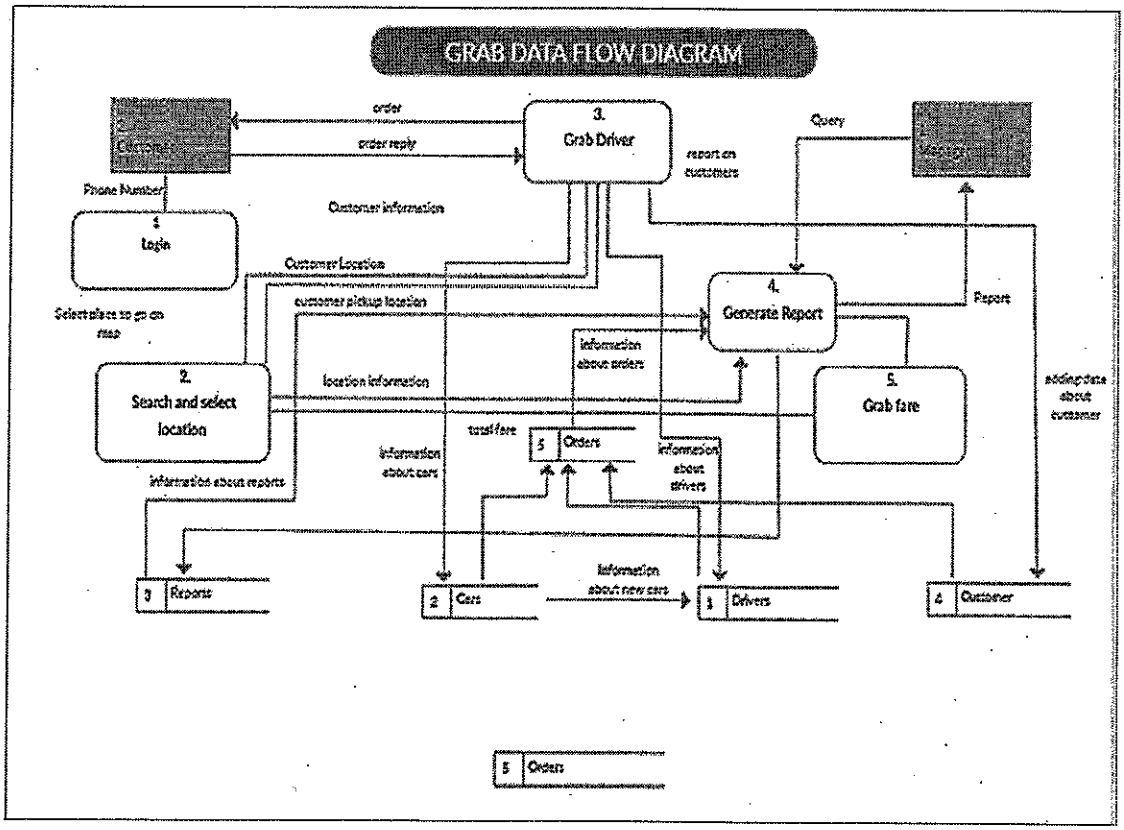

Figure 1: Grab Data Flow Diagram (Source: https://creately.com/diagram/example/jhegao8y/GRAB)

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c. Based on the statement by Forbes, illustrate a process flow for Grab online grocery based on the principles of BPR.

(10 marks)

(Total: 25 marks)

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